

2016

M. Com.

4th Semester Examination

STRATEGIC MANAGEMENT

PAPER — COM-401

Full Marks : 50

Time : 2 Hours

The figures in the right-hand margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

Illustrate the answers wherever necessary.

Unit—I

[Marks : 20]

1. Answer any *two* questions from the following : 2×5
 - (a) Explain the term 'Strategic Business Unit'.
 - (b) Discuss the different environmental factors that affect an organisation.

(Turn Over)

- (c) Summarise the important points in the process of corporate governance reforms in India.
- (d) Issues priority matrix is a very important tool for strategy making. Discuss the matrix in this regard.

2. Answer any *one* question from the following : 1×10

- (a) (i) The balanced scorecard technique is different from traditional measures. Discuss.
- (ii) Environmental scanning is a basic step in the strategic management process. In this regard, explain its role. 6+4
- (b) (i) Discuss in brief the strategic management process.
- (ii) Distinguish between networked model and high-tension model of corporate governance. 5+5

Unit—II**[Marks : 20]**

3. Answer any *two* questions : 2×5
- (a) State economic and non-economic reasons for choosing a particular type of corporate strategy.
 - (b) Explain in brief, strategic motives behind merger activities.
 - (c) Write a note on 'Mother-daughter type structure.'
 - (d) Distinguish between concentric diversification and conglomerate diversification.
4. Answer any *one* of the following : 1×10
- (a) (i) How does GE mine cell matrix differ from BCG matrix ?
 - (ii) Discuss the 7-S framework clearly bringing out its uses.
 - (b) 'Organisation structure changes with different stages of the organisation life cycle'. — Discuss the statement.

[Internal Assessment : 10 Marks]